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Workshop Networking

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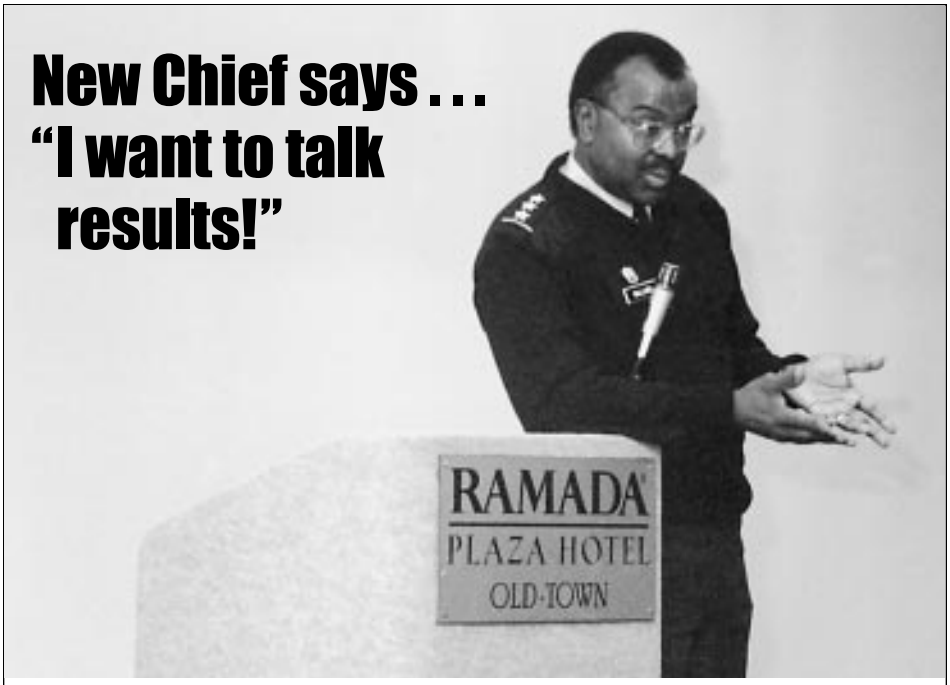
New Chief says . . . "I want to talk results!"



LTG Joe Ballard addresses Army DPWs during the 1996 Training Workshop.

Army DPWs engaged in a lively dialogue with LTG Joe Ballard at his debut appearance at the Annual DPW Training Workshop as Chief of Engineers.

Ballard acknowledged a kinship with the DPWs—who, as Army Engineers serving outside the Corps, understand what it's like to be part of an organization that makes you proud and frustrated at the same time. Here's what LTG Ballard told the assembled Army Installation Directors of Public Works:

"You DPWs are a very important group to me . . .

I've met some of you in previous incarnations, and many of you probably know me from Fort Leonard Wood and TRADOC Headquarters. You will see a lot more of me! As much as I can possibly squeeze in. I hope to meet and talk with many DPWs and MACOM Engineers within the next year or so. I view you as part of my Engineer Team!

Many of us here have participated in 'bull sessions' concerning USACE, the Engineers, and the Army—And asking why can't we fix the damn Corps of Engineers?"

Now I know how shoe leather tastes . . . because little did I know then that today I would be on the spot to solve some of those problems! Or go down trying! I guess this is what they call 'military justice!'

I think there are specific things I can do as Commander of the Corps of Engineers to make your job a lot easier, and there are things that I want to do for you in my capacity as Chief of Engineers on the Army Staff.

So today I will talk about the opportunity for solving problems. And when I come back next year, I will talk to you about RESULTS."

"The bad news is—and unless you've been off the planet, you know it—the Army can't afford to maintain all of its facilities . . .

The truth is, you will NEVER have enough money for current maintenance and repair needs, let alone backlog. Accept that!

It doesn't matter if the Corps is doing the repair, or a local contractor, or you out there with a hammer and nails. There will never be enough.

Why do I say that? Let me explain.

Installations get on the average 70 cents on the dollar for current requirements. So to begin with, you are 30 percent in the hole! Even that is not enough money to operate and perform preventive maintenance. Therefore, we have a backlog of maintenance and repair that has accumulated for years.

OK. We can't afford to maintain what we have. We have two alternatives. Get more money—or tear down some facilities.

Think you're going to get more money? Not likely. And let's face it, if the Army handed out 100 cents on the dollar, plus a pile of money for the backlog, would it get spent for that purpose? Or would it go for modernization and training? What happens to your money NOW? Where does it go now? Modernization, training and other operational requirements! You know that!

Again I say—we will never have enough money for maintenance and repair of all our facilities.

Second alternative—tear it down! Maybe we could!

But budget-wise, that's a tough nut to crack.

I know of one installation that's typical of many others. Just outside the gate is a public library, a fire station, and a post office. And just INSIDE the gate is a library, a fire department, and a post office. Which someone there must maintain and repair.

Another installation has a great airfield. Very nice. Well maintained. LOTS of hangar space. But they don't have any aviation units or deployable units at that installation!

Those excess facilities aren't even counted in the one third of Army facilities that are listed as excess to our needs.

Can we get rid of some of those facilities? Speaking from practical experience, it's easier said than done!

"First, no one is specifically in charge of managing the physical assets at most installations, in terms of figuring out just what facilities are needed for the missions and people there.

And the system discourages smart long-term investments.

We spend about $3 per square foot to operate and maintain a CONUS facility. Now it costs $9 to $12 per square foot to tear a thing down. So the payback for demolition only takes three of four years. But guess what?

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Commanders won't invest in teardown to reap that payback, because they won't see the benefits on their watch.

So you're caught in a 'do' loop. Not many commanders want to absorb the cost from an already inadequate budget for a benefit they won't be there to reap. The commander *has* to keep those savings. *Has* to have an incentive. But there is no guarantee he will get to keep the savings. So we end up with millions of square feet of excess facilities draining off precious resources.

There are other ways to save. Dollar-saving energy projects pay for themselves in no time. I used to be Chief of the Army Energy Office. I know how many good projects are just lying there—waiting for funding.

You deal with FTE caps, cuts, threats of A-76 privatization actions. They all make a bad situation worse.

I went through all this because I want to let you know—I have a pretty good feel for many of your major problems. And to let you know that I am committed—WE are committed to helping you out. So next year, when you return, we can talk about successes.

You can count on me as your Chief of Engineers to carry your message to the senior Army leadership. I will do all I can to influence policy, programs, and resources specifically aimed at supporting our installations.

I ask for your help. I want you to identify what you need and tell me how you think we ought to do it!

"Next, I want to discuss my support to you as Commander of USACE . . .

I think I know you want to get all you can out of those scarce dollars, and I want to help you. Many of you have the perception that I'm sticking my hands in your pocket. Get rid of it! I'm not talking about how it used to be. Save the litany of how it used to be! I know, I was a customer. I want to provide a significant increase in the level of support we're providing.

I've never been a DPW, but I've owned a few. And I am vitally interested in that area! I have some ideas about what's needed—as do you, and I want to hear from you! So I hope you are making notes of what you want to tell me!

When I took this job, the first thing I did was say to my folks that I want to improve service to our military customers, particularly the DPWs. The Districts and Divisions are working on it.

First, I want our Districts to communicate with you more, to listen to your problems and explain what we can do, or can't do—but work to find alternatives. The resident or area office is your first point of contact, but I told my District Commanders to get out there too.

Second, I want to collocate our resident or area offices with DPWs whenever it's possible. If you work in a spirit of cooperation, you can find many cases where it's possible. For the naysayers who wonder "Why would you want to?" I say "Why wouldn't you?" It's happened in a couple of areas and it's resulted in a real improvement. It gets away from the "he-said-she-said" and "we versus they." If you're sitting there talking day to day—there won't be any secrets. And you'll find if you're locked up in the same room, you might end up liking each other!

Third, we recently surveyed our customers to see how we're doing, and we've obviously got some work to do. We're analyzing the results to see what we can do to improve service.

Fourth, I'm going to hold video teleconferences each quarter with DPWs and MACOM Engineers. I'll be on one end and I'd like you on another. If you don't show up, your loss! I want to know what's making you itch out there.

Fifth, I'll be setting up a MACOM advocacy program at Headquarters. Your MACOM advocate will be charged with being very familiar with your MACOM, key personnel, and the installation. Problems, concerns, and staff actions will go through that advocate. I would like to see the MACOM get involved in rating that person. Your advocate will have immediate access to my Chief of Military Programs, BG Anderson, and to me."

Now I know it is going to take more than communcation to improve service. We've got some problems with time and cost and even—I'm sorry to say—with quality. We need to take another look at the quality assurance and quality control systems. I'm absolutely convinced that you and our soldiers deserve better.

"My initial assessment is that USACE is a sound organization with dedicated, hard-working professionals . . .

"We have got to solve the time, cost, and quality problems you experience. We can do this. The Corps is a fine organization of dedicated professionals. Right now, we are constructing a workable vision and strategy. I included DPWs and other Corps customers on our transition team. I will reconvene these folks as we put together our vision statement—a document that we will publish around Valentine's Day 1997. Hey—I picked that day because I Love You!

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CPW's Pete Sabo (left) and Ed Watling (center) talk with COL Mark Meranda, ACSIM's Director of Facilities and Engineering.

We will give a high priority to customer satisfaction and relevance to the Army. That includes service to the DPW community. I am committed to you!

And I am committed to soldiers.

And when I come back next year, I want you to tell me how we are doing!—but don't wait for next year. If you think we need a course correction, we want to hear it!"

The Chief ended his prepared presentation early, so that DPWs could set his agenda by surfacing their top concerns. In a lively exchange, workshop participants discussed issues that cause them the most concern:

DPW Comment: If I want a 30-minute dissertation from my Commanding General, or a Combat Arms General Officer, I tell him that I'm with the Corps. I get told, "USACE can turn the lights off. Why should I use the Corps?" It is tough for the Corps to sell itself to the combat arms. I think that you, Sir, are on the right track!

LTG Ballard: Right on the mark! I was selected to be the 49th Chief of Engineers because I grew up outside the Corps. I've talked to Combat Arms General Officers more than any other USACE General Officer. The first MACOM commander I visit will be Forces Command. I intend to discuss the DPW's support for soldiers and families. You guys wear the Castle like I do. All Engineers share the blame. You stand up and be accountable like I will. There is a triad: TDA Army, TO&E and USACE. All need the intestinal fortitude to tell it like it is. I will hold DPWs accountable . . . otherwise, I will "put my hooks" on them. As of today, the office of the Chief of Engineers is reestablished in the Pentagon. Within one to one-and-a-half weeks, I expect a Chief of Staff of the Army letter telling me to be involved with the DPW business. I intend to be very frank with you guys. Be that way to me. I can take it: Can you? I will fix my end. You fix your end.

DPW Comment: Perception—we are all together—good and bad. A mistake is made: Accountability. [Everywhere else in the world,] whenever the guilty party admits guilt, he must pay for the damages. [But] the Corps has to be paid to make individual customers happy with repair of damages! (e.g., payment/reimbursement for poor design/construction).

Torrie McAllister and COL Mike Barry of the TransAtlantic Program Center (Europe) proudly display their exhibit.

LTG Ballard: Osage and Ottowa Village at Fort Leavenworth, Kansas. $15M problem. We found the money. There are problems with having pots of money. We don't want to give the perception of underwriting bad construction and contracts. The Corps of Engineers currently doesn't have the authority to set aside money. We need to work solutions and take the solution to Mark Meranda [Director, Facilities & Housing in the ACSIM] . . . get the Vice and Ms. McCoy to buy in. The problem is the pot of money. How much?

DPW Comment: BASOPS dollars, DPWs and MACOMs and FTEs are the bill payers! Please pass this to the Commanders.

LTG Ballard: It takes a lot for DPW and MACOM Commanders to tell two- and three-stars what needs to be told. Build your case, tell it in Commander lingo, and get past their gatekeepers! Talk to their wives! When you talk training, talk about the roads that lead to the training areas. Be vocal! Don't talk about decaying infrastructure. Talk about maintaining a power projection platform!

DPW Question: How can we remove the threat of another BRAC?

LTG Ballard: Remove the threat of BRAC . . . . Bring partners in for interdependency and regionalization. *We need another BRAC* or we won't get rid of the excess infrastructure! There is no talk right now of another BRAC from Congress. If we have another, it's not likely in the next couple of years.

DPW Question: Installation Support and USACE involvement. Will there be a mission for Installation Support in the Corps vision?

LTG Ballard: My intent is for USACE to get involved in DPW—to assist, not to take over. The DPW should have the Engineer organization of his choice. The Construct FAA contained a recommendation that USACE take over DPW installation support . . . . I do not think the four-star commanders will bite off on this one. I have not studied Construct FAA in enough detail to give either a thumbs up or down.

This has been good from my perspective. Thank you! PWD

Renewed emphasis on environment

The "Environmental Update" was given by COL James E. Dries, Director of Army Environmental Programs. He began by saying that the Installation Status Report (ISR) reflects a positive environmental program. ISR enables DPWs to get their view of the world tracked and looked at by Headquarters. However, they're still reworking ISR, Part II (Environment) and have added some more quantifiable standards.

Here's how the Army is integrating the four environmental pillars — restoration, compliance, pollution prevention and conservation.

Restoration

Restoration on Army installations has undergone two steps, devolvement and decentralization. DERA devolvement shifts responsibility. "We've turned the money for restoration over to the MACOMs and funding now comes directly to the Services," said Dries. Thus, project responsibility now rests with the MACOMs and installations.

Nevertheless, we still need to work on relative risks, high, medium or low. Seventy percent of our sites continue to be **high risk**. Our installations need to place the emphasis on cleanup and seek out and implement more innovative techniques, advised Dries.

Compliance

Over the last ten years, the Army has focused a great deal on compliance. This is an area where we should be progressing beyond the reactive mode to the proactive mode, said Dries. To meet the demands of environmental quality, we are meeting the requirements of the Clean Air Act, Clean Water Act, Safe Drinking Water Act, Resource Conservation and Recovery Act and others. We've gone from the goal of eliminating pollution at the source to eliminating the source.

"We must learn to leverage our regional environmental offices, which are there to help "keep peace in the family," suggested Dries. "It's the day-to-day bookkeeping stuff that can get us into trouble, so monitoring constantly is a must."

On the good side, Dries informed us that the fines and penalties the Army pays have gone down sharply. Enforcement actions are also down, a 30 percent reduction from FY 93 to FY 96. Environmental Compliance Assessment System (ECAS) findings are a success story, and the ACSIM pays for the program up front.

Pollution Prevention

Pollution Prevention is the key to our Environmental Program, according to Dries. To prevent pollution, we are recycling and reducing the number and quantity of hazardous materials. Our goal is to reduce the need to rely on products and processes that degrade the environment (anywhere from 400,000 to 1,000,000 per installation!).

Permits are very expensive. Although the use of chemical pesticides must be reduced, pesticide use is up on many installations, especially herbicides on golf courses and agricultural outleases.

Computer program exhibits capture interest of workshop participants during a break.

Conservation

Conservation has been on a back burner for a while and we are trying to work it back into our mission, said Dries. This is important, for by protecting our resources, we enhance our mission readiness and quality of life for DoD personnel. Our installations are working very hard at preserving and protecting our natural and cultural resources in support of conservation. The new guidelines on the red cockaded woodpecker, for example, were met very well.

"ITAM, or Integrated Training Area Management," said Dries, "currently belongs to the training people. They must integrate conservation with all of their responsibilities."

Of the four pillars, only pollution prevention will have increased funding for the FY 97 US Army Environmental Strategy, from $64 million to $71 million. The other three pillars go down significantly. The Army goal for the future is to reduce the environmental budget by 25 percent.

The renewed emphasis on environmental installation support was stressed in a presentation by Cary Jones, Chief of the Environmental Restoration Division in the Directorate of Military Programs. LTG Ballard, the new Chief of Engineers, MG Genetti, Deputy Chief of Engineers, and BG Anderson, Director of Military Programs, are all stressing customer care and USACE as part of the Army, he said.

Jones also presented some new environmental initiatives. Most notable is a joint environmental strategy, which was proposed in a January 31, 1995 memo. Signed by USACE and the Army Environmental Center, the strategy is to have a "lead" district versus a "local" Corps district.

In this way, said Jones, the local district can receive support and gain expertise from another district. Other benefits from this initiative would include product consistency for the whole Army, a lower unit cost, a reduced learning curve, and a sustained knowledge base for specific programs.

POC is LTC Robert Bassler, Office of Director, Army Environmental Programs, (703) 693-0500. PWD

Above: BG Evan R. Gaddis (right), Acting ACSIM, listens to COL Arthur Gravatt, Fort Lewis DPW.

Left: In addition to the general and breakout sessions, a town hall meeting and two ice-breakers were on the fast-paced workshop schedule.

Utilities privatization program in full swing

The breakout session, "Utilities Privatization," drew a maximum capacity audience at the December 1996 DPW Training Workshop. Bill Eng of the Office of the Assistant Chief of Staff for Installation Management (ACSIM), and Bob Swieconek of Headquarters, US Army Corps of Engineers, Real Estate, led the session, with help from Kevin McCulla of The US Army Center for Public Works' (CPW) Army Power Procurement Office. McCulla answered questions about utilities contracting.

Eng pointed out that the underlying reasons why the Army must privatize—deteriorating systems, lack of funds, and shrinking personnel resources—are more urgent than ever. The Army wants to privatize 100 percent of its natural gas systems and at least 75 percent of all other utilities by the year 2003. That target date was fixed in the latest Chief of Staff, Army Strategic Management Plan.

Great strides have been made in the program over the last year and a half, yet much more remains to be done. Privatization cost studies are underway for more than 100 utility systems. However, hundreds more must still be looked at, funded and completed within the next few years.

Installations have to lead the privatization process. Garrison leadership is especially critical when it comes to completing the economic analysis correctly and on time.

McCulla reported that CPW's contract consultant for the Privatization Program has fallen behind target dates. Why? Because detailed utility systems information and reviews of draft reports have been slow to arrive from the installations.

Eng urged DPWs to work with the consultant and keep pressure on their utilities to provide the needed input. "That's the only way these studies can stay on track," he said.

Originally regarded as "feasibility studies," the privatization studies can actually serve as tools to help the Installation Commander determine the best value for the government.

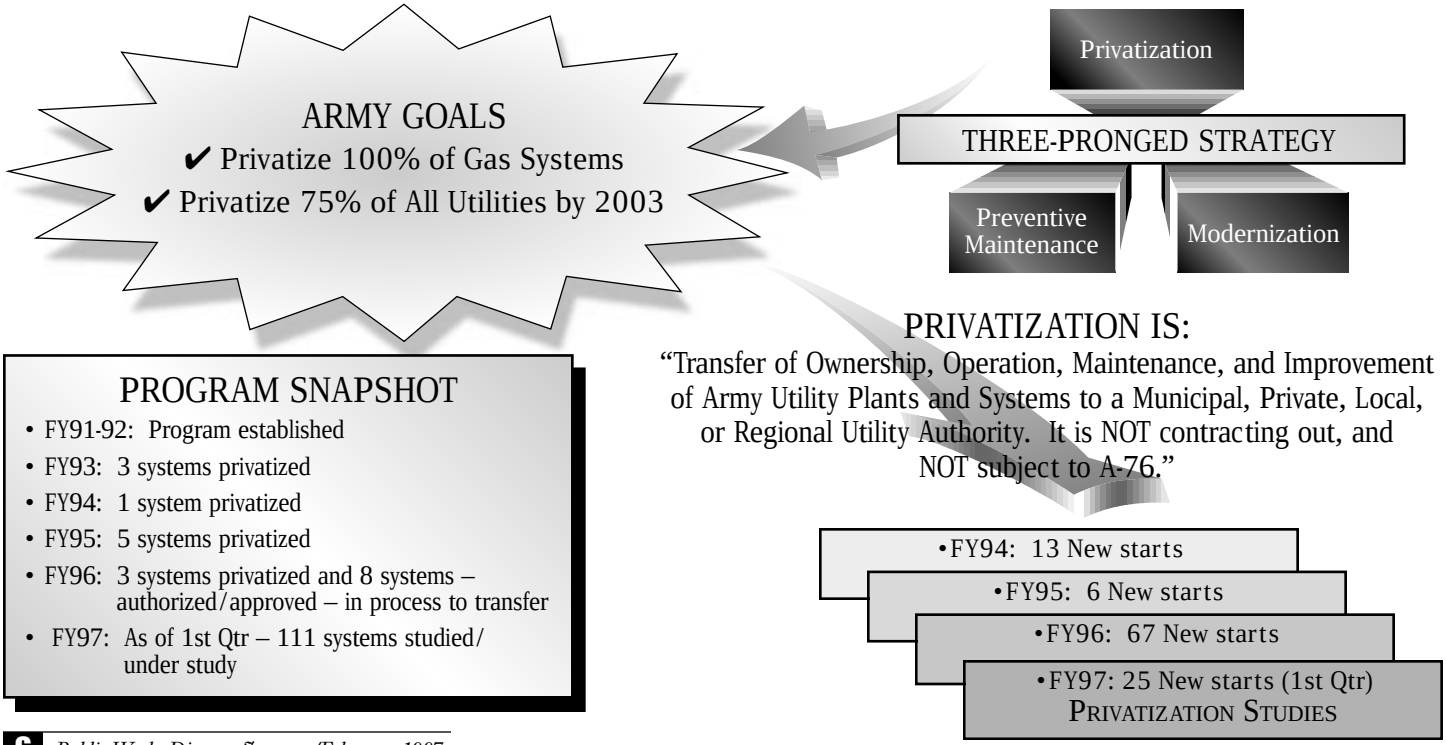
Other factors the commander must assess are harder to quantify. He must answer the questions:

- How reliable is the present system and its technology?
- What resources for infrastructure renewal will I get down the road?
- Can I hire, train, equip, and retain employees to run my system?
- What are my overall manpower ceilings?

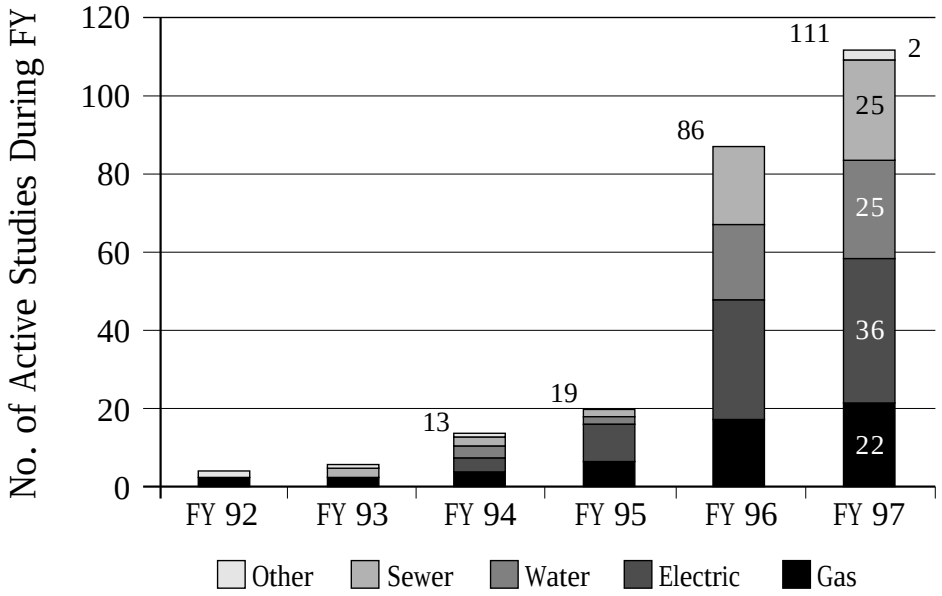
Local utilities are becoming more interested in installation utility systems. An increasingly competitive environment, along with more aggressive contacts from the installation, have drawn their attention. Still, persuading some local utilities to play in the process isn't easy.

The Army has been asking utilities to submit "non-binding cost proposals." These proposals were the basis for cost comparisons between Army and outside ownership. Unfortunately, utilities have been slow to respond, and their proposals often are not realistic. Why should a utility put a lot of work into a proposal that could be merely a paper drill for the Army's benefit? CPW is looking at ways to make improvements in the ➤

Utilities Privatization



Utilities Privatization Studies



FY 97 = 1st Qtr only

way the Army gets information from utilities on which it bases its decision.

McCulla described a new procedure. The idea is to issue a formal Request for Proposal (RFP) to privatize a system at the same time the privatization cost study is being conducted. This will keep the study phase on track and allow installations and utilities to start serious negotiations a lot sooner.

During the past year, a number of other issues kept installations from making progress in utilities privatization efforts. Eng noted that installations wonder whether other requirements will get in the way.

- Will privatizing require them to conduct a Commercial Activities (A-76) Study?
- Should excess property be screened under the McKinney Act for the Homeless?
- Who determines—and how?—the "Fair Market Value" of the utility?

To answer these issues, ACSIM is updating the Army policy on utilities privatization. A draft is expected sometime in February 1997 and will put the A-76 question to rest.

In addition and long in the works, the consolidated regulation, AR 420-49, titled "Utility Services," is now in the final stages of printing and publication. It declares privatized utilities as the Army's preferred way of doing business. Army Publications Command forecasts distribution in Second Quarter FY 97.

Bob Swieconek, representing the Real Property Management and Disposal Office at Headquarters, US Army Corps of Engineers, addressed the emerging critical issue of Fair Market Value. He explained some upcoming changes that will clarify policies, procedures, and responsibilities. In the future it will be easier to determine what a utility system is worth in the context of a privatization transaction.

Corps of Engineer Districts acquire land for the Department of Defense, or dispose of DoD land as excess, both with and without improvements. Federal property regulations and procedures work fine when land is at stake. But these rules don't work well when a property transfer is part of the deal, as it is in a privatization initiative.

According to Swieconek, the new procedures will be circulated shortly in draft for comments. (The draft comments were due back at the end of January 1997.) They allow the installation to determine the "salvage value" of the utility system. Such a valuation does not need an appraisal. The installation can also prepare minimal environmental documentation. Finally, the installation can request that an easement be granted to the utility. This last procedure would be coordinated through the Major Command to the supporting Engineer District. No report of excess or McKinney Act screening would be required under the new procedures. ➤

The DPW Training Workshop gives partricipants a chance to network and chat with old and new friends.

Swieconek emphasized that a distinction has to be made between this "salvage value" and "value in use." Salvage value is determined for the government's purpose of transferring overhead electrical wires or buried pipes. These infrastructure systems are real property.

"Value in use," is assigned to the same assets by the utility company. The utility would estimate the lines' and pipes' value as a means to transport electricity or natural gas or water, to generate income or economic return. Value in use would have to be negotiated between the installation and the utility company.

Under current legislation, the Secretary of the Army is authorized to transfer utilities without land, and grant easements. The new procedures will reduce processing time and standardize how various Corps Districts provide support to installations.

Swieconek also described the real property procedures when the utility system being privatized includes the underlying land. This situation occurs with a water or wastewater treatment plant. Currently, legislation that specifically applies to the individual site has to pass Congress before these types of utilities can be privatized.

The Army and the other military services are asking Congress for authority to allow them to convey the utility and underlying property directly to the utility company. This would speed the process significantly.

Eng also reported that legislative relief from the CIAC tax, or "contribution in aid of construction," was unexpectedly granted in FY 96 legislation for water and wastewater utility systems, but not for any other utilities. The ACSIM will be asking Congress to extend this waiver to all other types of utilities in its FY 98 legislative package. The FY 98 legislation also requests general authority for the Department of Defense and its military components to privatize utility systems, with and without land. For the first time, all services submitted similar requests for this type of legislation.

If that authority is granted, Congress will still have to be notified every time a system is about to be transferred, but the service won't have to wait for enabling legislation. This proposed legislation also allows the installation to offset future utility charges with the funds received for the value of the privatized utility system.

While there were a number of interesting questions and answers from the breakout session participants, the one that really sums it up is:

Q If an installation performs a privatization study and the cost comparison comes out either with no significant savings to the installation or just marginal, will HQDA direct the commander to privatization?

A (OACSIM): While privatization is ultimately the installation commander's call, since it's a business decision, HQDA would first ask whether the study considered all costs in owning and operating the utility system by the Army, not just what is apparent to the installation accounts. Then other non-quantifiable factors should be looked at, such as imposed manpower reductions, etc...

(VOICE FROM AUDIENCE): "Don't you get it? The Army wants to privatize all utilities, and if HQDA doesn't like the answer it gets this year, they'll just wait it out until you or your commander rotates, and ask again!"

POC is William F. Eng, DAIM-FDF-U, (703) 428-7078 DSN 328. PWD

Housing

Barracks Upgrade Program

"Solving the quality of life shortfalls for our permanent party single soldiers continues to be one of the Army's highest commitments."

In the Fiscal Year (FY) 1997 Appropriations Act, Congress provided the Department of Defense $600 million in two-year operations and maintenance (OMA) funds for quality of life enhancements (known as QOLE, D) for maintenance of real property, including minor construction and major repairs. The Army's share was specified at $149 million.

The current execution plan is to allocate these funds to beginning a long-term initiative. Known as the Barracks Upgrade Program (BUP), this initiative will repair our VOLAR era and 2+2 (1975 and newer) barracks inventory to the 1+1 standard.

The Whole Barracks Renewal Program, using major construction funding, takes our aged inventory (pre-1975) and provides major replacement and new construction to the 1+1 standard for approximately 77 percent of the remaining barracks requirements across the Army. The current strategy calls for us to buy out our gang latrines and deficit by FY 2008 stateside and FY 2012 overseas.

The interim Bridging the Gap program provided additional OMA funds to the Major Commands as a quick fix to failed or failing components in the

Carson first to try CVI family housing initiative

Fort Carson, Colorado, is about to do "something new under the sun" with the post's family housing. The post is the first of six Army posts to try turning family housing operations and maintenance over to the private sector, as part of the Capital Ventures Initiatives program approved by Congress last year.

A Request for Proposal approved December 19 has been advertised in *Commerce Business Daily*, with the intention of attracting somebody in the private sector into an agreement with Fort Carson. Deadline for contractors to submit proposals is April 29.

The goal of this proposed agreement is twofold:

- Complete renovation and modernization of the post's 1,824 existing family housing units.
- Concurrent construction of 840 new units.

Under CVI, the contractor would take care of the renovation, modernization and new construction and pay off the mortgage debt incurred with rents received from soldiers. Each soldier's rent would be limited to BAQ plus VHA.

The Army would, in turn, guarantee the mortgage in the event of Base Closure.

The contractor would also be responsible for maintenance and management of these 2,664 units for the period of lease lasting 50 years (with a 25-year renewal option). The post would maintain the contract and provide waiting list management by grade for referral to the housing units.

The Fort Carson CVI initiative is the first of six proposed during fiscal year 1996. Other nominated posts include Forts Hood, Bragg, Campbell, Huachuca, Eustis and Sill, according to Lana Sweargingen, CVI manager for Family Housing Branch, Army Housing Division, ACSIM.

Fort Carson is an ideal candidate for CVI, since:

- The 1,824 existing units are, on average, more than 30 years old.
- Compared to the FORSCOM average of 29 percent of soldiers living on post, only 17 percent of Fort Carson's soldiers live in on-post housing.
- At any given time, more than 2,000 families are on the post's waiting list, with an average waiting time of 24-30 months.

Housing is expensive and hard to find in nearby Colorado Springs.

- The city has a vacancy rate of less than 2 percent.
- Rents have increased 13 percent per year from 1993 through 1995, and are predicted to rise by another 8.7 percent this year.
- During the next several years, no plans have been made for affordable housing construction in the city.

The end result — housing costs in Colorado Springs are greater than what soldiers can afford to pay.

The Fort Carson CVI project was developed with community atmosphere in mind, to include:

- Large green areas.
- Recreational facilities incorporated into the design.
- Community centers.

The successful bidder will have four years to build the new units and five years to complete renovation of the existing units, according to Swearingen

"Soldiers at Fort Carson will be able to live in first-class housing and all they have to pay is their BAQ plus VHA," said Swearingen. "This will substantially reduce the out-of-pocket expenses they would incur off-post."

"This initiative offers partial relief of a critical housing shortage in the Colorado Springs area, and would increase the post's readiness, because a larger percentage of the soldiers would be living on post."

POC is Lana Swearingen, DAIM-FDH-P, (703) 428-8383, DSN 328. PWD

existing barracks. The intent was to maintain the current inventory in an adequate condition while waiting for resources for the 1+1 standard to be available for all.

In FY 97, the Bridging the Gap program is funded at $139 million and is to be used as a transition year to phase into a long-term barracks repair of VOLAR and 2+2 standard barracks (23 percent of our requirements) to the 1+1 standard. The Future Years Defense Program for FY 98-2003 includes $150M/YR towards BUP, formally replacing the Bridging the Gap program in FY 98. An aggressive execution program, committing $150 million per year to BUP, can complete all stateside and overseas installation repair requirements by FY 2010.

Under BUP, a centralized management plan, similar to that used for major construction, is being formulated, using the US Army Corps of Engineers as the construction agent to ensure optimal use of available resources to the barracks repairs and provide uniformity of standards. While the structural limitations of major renovations will, in some instances, provide less square meters of living space, the overriding concerns for soldiers' privacy, walk-in closets, semi-private baths, and separate TV and telephone outlets along with floor, wall, and utility repairs will be accomplished in the existing barracks.

Solving the quality of life shortfalls for our permanent party single soldiers continues to be one of the Army's highest commitments. This is quite evident when you look at the total resource commitment for 1997 from all sources of funding for barracks to be over $647 million dollars. Through these special resource programs, along with some special commitments by various installations around the Army of their own OMA, the 1+1 standard will be a reality for more of our soldiers a lot sooner than previously anticipated.

For more information on this program, please contact LTC Francis X. Gillis, ACSIM (DAIM-FDR), (703) 614-4380. PWD

Progress report from the OACSIM

In the past 18 months, significant progress has been made in our efforts to promote readiness and provide a consistent quality of life for every member of the army community. Here are the highlights of these efforts:

Barracks

This past fiscal year, we distributed $200 million (including $100 million congressional plus-up) for the Bridging the Gap program. Also, the MCA Program for FY 96 included nearly $290 million for upgrading barracks and associated facilities to the 1+1 standard in CONUS, as well as $26 million for barracks improvements in Korea. Longer term, the whole barracks renewal program is underway to provide 1+1 standard barracks for every CONUS soldier by 2008. The program requires a continuing annual commitment of $280 million in MCA (CONUS/USAREUR $250 million and Korea $30 million) and $150 million in OMA Funds for the Barracks Upgrade Program (BUP). To house all permanent party single soldiers in barracks built to the 1+1 standard requires a total investment exceeding $5 billion.

Family Housing

A multi-million dollar mid-year increase in USAREUR funded a number of additional much-needed maintenance and repair projects. Similar funding increases in Korea are helping to improve conditions in family housing areas there. The Army, in FY 96, received the lion's share of the housing funds under the Marsh Quality of Life task force initiative. Funding in the outyears is programmed to provide some stability while privatization efforts take effect over the mid-term. These efforts will produce significant new construction and revitalization of family housing and transfer operations to the private sector.

Family Housing Privatization

The Army's first capital venture initiative (CVI) project request for proposal will soon be released for bids. This project at Fort Carson will have a private developer build 840 new family housing units and revitalize 1,824 existing family housing units and operate and maintain all 2,664 units. The new construction and revitalization phases are expected to take only three to five years. Nine other CVI projects are also in the pipeline.

Housing Occupancy

The business occupancy program (BOP) helped posts increase occupancy rates of on-post family housing by more than two percent during the past year. Each one percent increase saves $10 million in MCA funds. This increase in occupancy has also delivered more than $1 million in out-of-pocket savings for soldiers and their families.

Energy Conservation

We are more than halfway home in an ambitious program to reduce energy consumption by 30 percent (From the FY 85 baseline) by 2005. Funding is programmed at $40 million annually to support installations' energy conservation efforts. Complementing this effort are initiatives to privatize or modernize installation utility systems.

Utilities privatization

Efforts to privatize 75 percent of utility systems by 2005 are well underway. To date, operation and maintenance responsibility for 12 systems have been transferred to a regional or municipal authority. Another 40 natural gas and electrical systems are undergoing 25-year life-cycle cost analysis now to determine the feasibility of privatization.

Utilities Modernization

Those systems not programmed for privatization will be upgraded to improve efficiency and system life. Central heating and cooling plants and distribution systems have been examined and prioritized for modernization based on present condition. We have programmed $60 million per year for the next five years to modernize those systems with the most potential for efficiency gains.

Utilities Regulations

To simplify utilities management, we have consolidated seven utilities operation and maintenance regulations into a single document reducing the volume of documentation by 75 percent.

Installation Status Report (ISR)

In the past eighteen months, we have expanded the application of ISR, Part I (Facilities), Armywide and completed initial fielding of Part II (Environment). Additionally, significant progress has been made to identify and develop Part III (Services) during the past year. A proof of principle has been completed and work is underway to refine their performance standards and start initial fielding in March 1997.

Service-based Costing (SBC)

OACSIM has also launched a BASOPS tempo initiative to help identify costs of BASOPS services to assist installations in determining what support services cost. Cost measurement is a prerequisite of cost management. SBC addresses a common set of services under the Army's cost element structure to identify cost of a service at installation level. OACSIM has paid a contractor to support an Armywide data call which will be completed in January 1997.

ATM Technology

To promote greater efficiency in our telecommunications infrastructure, we have funded a prototype Asynchronous Transmission Mode (ATM) technology system at Fort Gordon. ATM increases data transmission rates by a factor of 100 supporting full-motion video and other data-intensive applications through existing communications lines.

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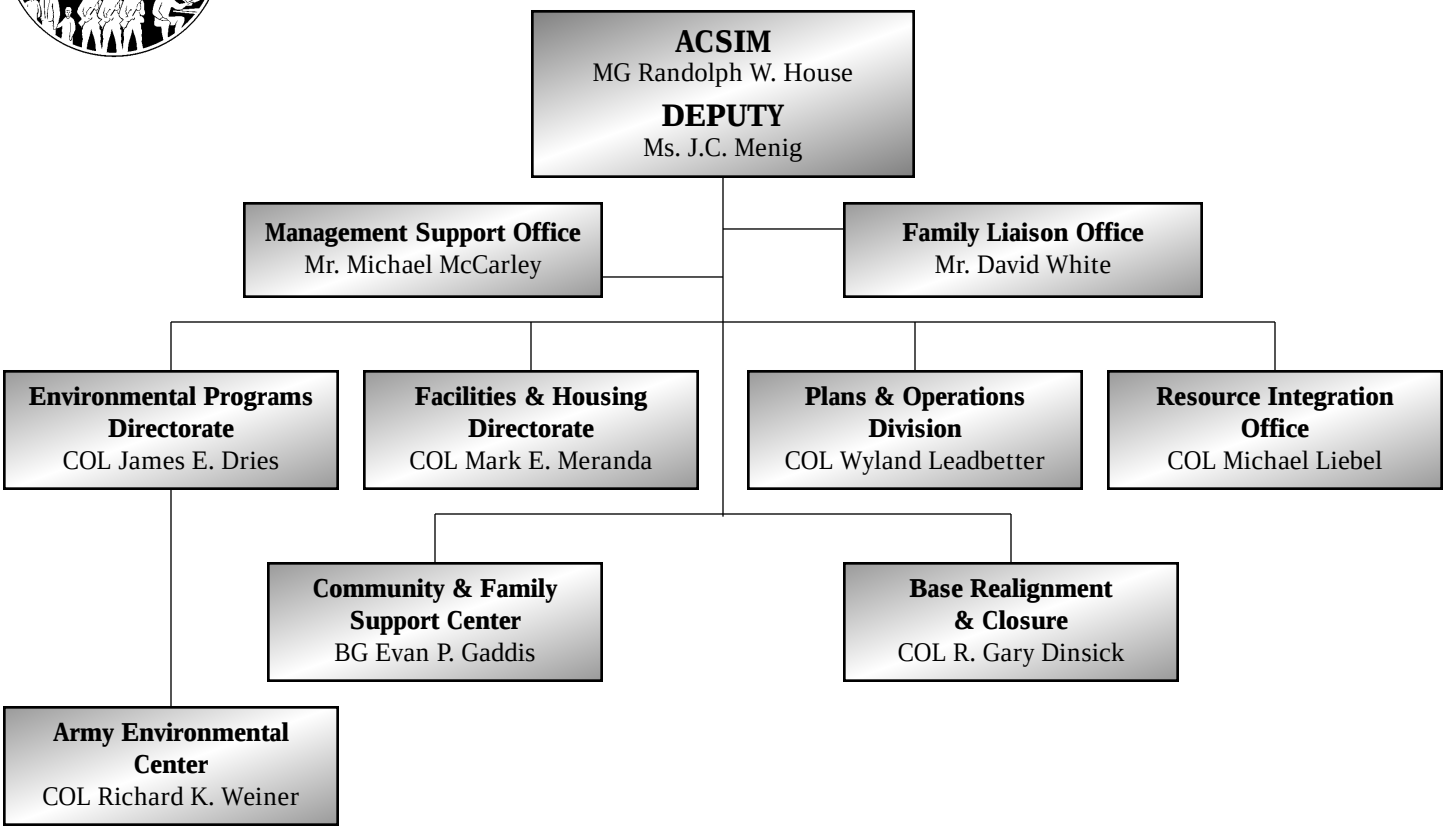
Assistant Chief of Staff for Installation Management



Environmental Management

Installations have reached a significant turning point in environmental efforts. Compliance is being reduced and our efforts can focus more fully on pollution prevention and conservation. Assessed fines dropped by more than two-thirds in the first half of the past fiscal year over the same period the previous year. Further enforcement actions dropped from 225 to 71 in the past fiscal year over the previous year. Last year, the Army also had the first de-listed defense site from the EPA's National Priorities List at Fort Lewis. This year, we have petitioned the EPA to de-list Riverbank Army Ammunition Plant and Schofield Barracks. These will be the first entire military installations to be de-listed by the EPA.

BRAC

The BRAC program reached the break-even point this year. In FY 97, savings begin to exceed the costs of all rounds of the 13-year BRAC process combined. When completed, BRAC will generate $1 billion in annual recurring savings from reduced maintenance and overhead. We have closed a number of posts a year or more ahead of schedule to accelerate these savings. Overall, the Army has executed 89 of 112 CONUS post closures in Europe, 17 full and 8 partial closures in Korea, and 10 closures in Panama.

ACOE

This year, we have trained more than 600 personnel in the application of the Army performance improvement criteria (APIC) standards Armywide. More than 25 percent of installations participated in the ACOE process this past year under the APIC self-assessment process. Posts received more than $4 million in awards for the success of the quality programs in their communities during FY 96.

Congressional Plus-ups

Congress approved an additional $149 million in operations and maintenance funds for the Army in FY 97. This is a two-year appropriation, and money is in a defense account to support quality-of-life enhancements. We will use this money to upgrade barracks and accelerate the Barracks Revitalization Program. We also received an additional $131 million in military construction funds and $83 million in Army family housing projects. The plus-up in construction funding will support five barracks and dining projects, three development centers, as well as land acquisitions and other mission-essential projects.

Contracting

Working with the acquisition policy staff, OACSIM succeeded in revising the Army Federal Acquisition Regulation (AFARS) to expand the Job Order Contracting (JOC) process for repair and maintenance projects up to $2 million (previously $300,00).

➤

Excess Facilities

OACSIM had funded the demolition of excess facilities at $100 million per year beginning in 1998. This effort will substantially reduce the operations and maintenance costs associated with this excess space.

Family Entertainment

Our recently purchased Shades of Green Hotel at Walt Disney World Resort, Florida, is a milestone in Army recreation. The hotel hosts over 80,000 visitors a year maintaining an industry-high occupancy rate well above 90 percent.

MWR Funding

OACSIM received Congressional approval to test the "Unified Funding" concept combining appropriate funds with non-appropriated funds to streamline the accounting and expenditure of MWR Funds.

Program Information

OACSIM published the first in a series of semi-annual BASOPS progress reports summarizing the status and progress of about 50 initiatives. Also, we published four installation newsletters distributed quarterly to garrisons worldwide.

ACSIM Web Site

Within the past year, we launched a site on the worldwide web, providing viewers at posts and major commands with timely information on a wide variety of BASOPS topics. Our web site (http://www.hdqa.army.mil/webs/acsimweb/) has hosted more than 5,000 visitors to date.

Regulation Reduction

Over the past 18 months, the OACSIM has rescinded 22 regulations and pamphlets. Current plans call for rescinding 15 more.

Business Practices

OACSIM's Business Practices Committee has succeeded in recommending improvements in a number of areas (e.g., expanded application of credit card purchases).

BASOPS Training

We have trained nearly 100 new garrison commanders in the Garrison Precommand Course and 36 installation commanders in the general officer installations course in the past year and a half.

Commercial Activities Competition

Installations will initiate OMB Circular A-76 cost competitions involving more than 10,000 jobs during this fiscal year and another 15,00 over the next six years. These competitions will improve efficiency and delivery of BASOPS services. They are projected to convert nearly 15,000 positions to contract performance.

OACSIM Streamlining

Despite the sustained high level of workload in this organization, OACSIM has streamlined over the past year with the consolidation of seven major staff elements to five. In total, these changes will result in a reduction of 197 positions in the organization.

Reviewing our progress, we're impressed and extremely proud of the contributions everyone in the BASOPS community has made and continues to make. BASOPS is making a positive difference in the lives of soldiers and family members across the Army.

POC is Jim Stidd, (703) 614-3084. PWD

New ACSIM named

The Chief of Staff, Army has approved the assignment of Major General Randolph W. House, from Senior Military Assistant to the Secretary of Defense, Office of the Secretary of Defense, Washington, DC, to Assistant Chief of Staff for Installation Management (ACSIM), United States Army, Washington, DC. MG House's reporting date as the ACSIM is 10 February 1997. PWD

TRADOC BOLD Grants Program earns NPR Hammer Award

by Jim Caldwell

The Hammer Award, Vice President Al Gore's recognition for outstanding efforts through the National Performance Review, was presented to Training and Doctrine Command's Reinvention Center Mission Support Lab (MSL) for its BOLD Grants program on January 16, 1997.

BOLD is an acronym for Base Operations Opportunities Leveraging and Development.

In the first year of the program, TRADOC invested $3.9 million in 30 installation projects that will result in a five-year return on investment of $62.9 million.

The MSL, which is part of TRADOC's deputy chief of staff for base operations support organization (DCSBOS), developed the BOLD Grants program. MG Robert Scales, then DCSBOS and now deputy chief of staff for doctrine, oversaw the program.

"It was a very simple proposition," said Toni Wainwright, Scales' deputy, "but it changed a paradigm, which is no mean feat in this headquarters or any bureaucracy.

"We would capitalize on the innovative ideas of commanders in the field by investing TRADOC's money in their high-payoff ideas and assuming the risk of those investments.

The first BOLD Grants were presented in February 1996. The 30 projects were chosen from 112 nominated projects submitted by installation teams.

Wainwright said that $10 million dollars will be invested in the program this year. So far, the MSL has received 177 proposed projects that have a potential five-year return on investment of $167 million.

The Hammer Award is Vice President Al Gore's recognition of teams who make significant contributions to support the National Performance Review principles. According to a National Performance Review description

of the award, the principles are: put customers first, cut red tape, empower employees and get back to basics.

The award is a parody of the notorious $600 hammers purchased by the federal government. A $6 hammer is mounted in an aluminum frame, along with a note card from Gore. Individual team members will receive a special certificate signed by Gore and a Hammer lapel pin.

More than 220 Hammer Awards have been presented to teams made up of federal, state and local employees, as well as private citizens. TRADOC's award marked the 36th to be presented to Army teams.

MSL team members were COL Peter Sun, Jim Freeman, MSL team chief, Albert Murray, Melissa Magowan, Bob Parmenter, Jeraline Shields and retired SGT 1st Class Elaine Krzanowski.

GEN William W. Hartzog, TRADOC commander, presented the hammers to the team members.

"In 1989, there was over $4 billion in our budget," Hartzog said. "Today, there's about $2.3 billion. In 1989, we put about 350,000 people through school every year. Today we put about 380,000 people through school every year.

"The bottom line is we are doing more with less."

The quality of the work hasn't declined, however, as attested to by the MSL team's accomplishments.

"To be able to afford to move forward and to prepare ourselves for the next century, we had to have some creativity," the general said. "It takes a little bit of money to figure out how to do some of these things — seed money.

"And seed money needed to come from TRADOC. If we did not have an outlet like this to streamline what we do, take advantage of creativity, we wouldn't function much longer as we are functioning today. Nor would we be ready 10 years from now," Hartzog said.

Installation commanders were asked to submit projects that would result in improved products and services for customers, and to involve all organization personnel in the selection process.

"Too many good ideas have come and gone with little or no perceived results due to lack of resources," Freeman said. "We encouraged them, in the spirit of reinvention, not to weed out ideas because of risk. Not all initiatives will be successful; some will fail. BOLD Grants do not discourage risk; they embrace it."

Freeman said BOLD Grants is a real group effort, including military and civilian members at installations and TRADOC headquarters who gathered data and packaged submissions.

"Each approved project has been distributed to the other TRADOC installations for consideration for future submissions or possible immediate implementation," he said.

Projects funded by BOLD Grants cover all areas of operations and maintenance Army (OMA) programs, the Environmental Compliance Achievement Program (ECAP), Army family housing and nonappropriated fund activities (NAF).

An example of a funded NAF project is a self-storage facility for soldiers at Fort Gordon, Georgia. The construction cost will be about $200,000. Storage units will be rented for about 20 percent less than similar facilities off post. In the first year, the investment return will be $50,000, growing to $250,000 over five years.

A new hazardous material (HAZMAT) minimization center at Fort Huachuca, Arizona, is an OMA project. It will cost approximately $246,000 to build, but will show a five-year return on investment of $7.5 million. TRADOC has nominated Fort Huachuca as the prototype installation for full implementation of the pharmacy concept in HAZMAT centers.

Fort Benning, Georgia, will more than double over five years an initial $50,000 ECAP investment in a reconditioned recycling baler. The current machine causes a week-long work stoppage each time it breaks down. The installation recycling program is expanding, and the new baler is needed to meet those demands.

Constructing a building at Fort Jackson, South Carolina, in which to sandblast painted vehicles and other equipment will cost $89,400 and will have a five-year return on investment of $227,000 in OMA money. The building will increase production by 38 percent because release of contaminants will be controlled, eliminating the possibility of violating the Clean Air Act of 1990 and state environmental laws. Time consuming record-keeping of sand usage and disposal will also be minimized.

"As stewards of the public's trust, the command's demonstrated efforts to reduce costs and improve service to customers reflects a commitment to the intent and spirit of the National Performance Review," Freeman said.

"The program has been extremely popular with commanders," Wainwright said. "One commander told me, 'The first thing I ever got out of TRADOC headquarters that I wanted to get.'" PWD

Jim Caldwell is a public affairs specialist at Fort Monroe, Virginia.

Norfolk District offers environmental and planning management support

For the past five years, the Environmental Analysis Branch (EAB) of the Norfolk District, Corps of Engineers, has implemented a successful reimbursable program to provide various forms of professional services and technical support to MACOMs, installations and independent offices worldwide.

The various types of support include environmental planning and BASOPS/facilities management. Methods for providing support are tailored to the customer's needs and range from contractual support to EAB in-house staff.

The EAB costs for technical management, legal review, delivery order negotiations, resolving problems and paying the bills are kept at 7 percent. The average turnaround time is 4-6 weeks. Approximately 20 Indefinite Delivery/Indefinite Quantity contracts have been awarded and are available to draw upon for specific customer needs.

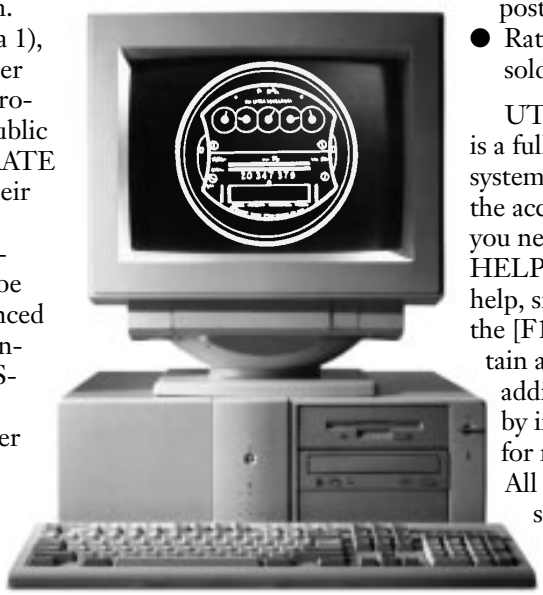
If you need assistance in meeting your program management requirements, please contact EAB's Jim Melchor at (757) 441-7766. PWD

Automatic approval of utilities services sales rates

by Rafael Zayas

If you're in the process of computing your annual utilities services sales rates, here's good news! The Deputy Army Power Procurement Officer is granting automatic approval authority to the Director of Public Works (DPW). The approval authority is good for those installations using UTILRATE for DOS computer program.

UTILRATE for DOS, Version 1 (Beta 1), was released for distribution on 30 October 1996. The Directorate of Army Power Procurement of the U.S. Army Center for Public Works (USACPW) is developing UTILRATE for DOS to assist Army installations in their generation of utilities services sales rates. This standalone program runs under MS-DOS (version 3.3 or higher). It can also be run under Microsoft Windows 3.1 (enhanced mode), Windows for Workgroups 3.11 (enhanced mode) and Windows 95, as an MS-DOS program running under Windows.



The recommended minimum computer configuration to run the program is the same needed to run the DOS version of Lotus 1-2-3 using EMS expanded memory, and any parallel printer (laser printer preferable) that supports the IBM (ASCII) extended characters set 2 and is connected to the computer's local LPT1 parallel port. You don't need a color display/monitor adapter and a mouse; however, the program operation will be enhanced by their use.

UTILRATE for DOS performs sales rates computations for the following utilities services:

POST :

Electric Power
Filtered Water
Unfiltered Water
Sewage
Refuse Collection/Disposal
Firm Natural Gas
Interruptible Natural Gas
Liquefied Petroleum Gas
Fuel Oil No.2
Fuel Oil No.6
Steam
Hot Water
Space Cooling
Space Heating

FAMILY HOUSING:

Electric Power
Filtered Water
Sewage
Refuse Collection/Disposal
Firm Natural Gas
Liquefied Petroleum Gas
Fuel Oil No. 2
Steam
Hot Water
Space Cooling
Space Heating

The program can print any of the above utilities services sales rates computations individually and also generate the official annual utilities sales tariff book. The utilities sales tariff book printout includes:

- Cover sheet containing the installation's point of contact and approval authority.
- Post and family housing rate summaries.
- Rate definitions.
- Matrices showing the rate applicable to on-post and off-post purchasers.
- Rates computations of all utilities services sold at the installation.

UTILRATE for DOS Version 1 (Beta 1) is a fully operational version with the HELP system inoperative. Meanwhile, you can use the accompanying User's Guide whenever you need assistance with the program. The HELP system will provide context sensitive help, similar to commercial programs, using the [F1] key. The Final Version 1.0 will contain an operational HELP system and some additional improvements as recommended by installations. It is tentatively scheduled for release no later than September 1997. All versions will include a user's guide describing the operation of the program.

The use of UTILRATE for DOS is not mandatory, but highly recommended. Installations under the Army Power Procurement Officer Representative (APPOR) jurisdiction of USACPW's Directorate of Army Power Procurement using this program to compute their annual utilities services sales rates will have the advantage of receiving automatic approval. The DPW will certify the adequacy and correctness of the information entered into the program.

Those installations deciding not to use, or those not able to use, this program in its entirety will continue to use Technical Note (TN) 420-41-1 to compute their utilities services sales rates and seek approval of their APPOR. Installations deciding not to use, or those unable to use, this program to compute *specific* utilities services sales rates will also continue to use TN 420-41-1 and seek the APPOR's approval.

MACOMs having their own APPOR are welcome to distribute and use the UTILRATE for DOS program at their installations. We encourage all Army installations and MACOMs to use this program. We consider the UTILRATE for DOS program to be the Army standard in utilities sales rates computations.

To acquire a copy of UTILRATE for DOS or for more information about the program, please contact Rafael Zayas, (703) 428-7366 DSN 328, FAX: (703) 428-7566, or e-mail: rafael.zayas@cpw01.usace.army.mil. PWD

Rafael Zayas is an Assistant Deputy Army Power Procurement Officer in CPW's Directorate of Army Power Procurement.

Get your free CCB subscription

Are you on the DoD-wide subscription for Construction Criteria Base (CCB)? Many DPW organizational personnel are already receiving their second free year's subscription to the CCB, which includes a full CD-ROM seven-disc complement plus access to CCB on the Internet.

The CCB is a compact disc system (CD-ROM), containing the complete text of over 13,000 documents used in the design and construction of buildings and civil works. The information is completely indexed, and software is built into the system for automatic searching, viewing, copying and printing.

The documents on CCB are provided to the National Institute of Building Sciences (NIBS) directly by over 125 participating federal agencies and building industry trade associations, professional societies, standards-writing organizations and code bodies.

The minimum system requirements are:

- Personnel Computer: (IBM compatible) 386 or above (486 is better).
- RAM: Minimum 4MB, conventional memory; 640K minimum, with at least 540K free. Additional memory will increase speed.
- Hard Disk Space: 3 MB for the CCB program itself, total space required will increase if you install other programs contained on CCB.
- Graphics Capability: At least EGA, 640 X 350 resolution.
- CD-ROM Reader: Must be accessible through DOS drive letters (e.g., E, F, L, etc.).
- Windows 3.1: 386 Enhanced Mode or higher.

This basic subscription can benefit all DPW personnel. Facilities professionals, technicians, and administrative personnel will benefit from the wealth of information available. Don't wait any longer. Order your free copy of the CCB CD-ROM disc today!

For a small fee, the following additional databases are also available:

- ACI Building Code Requirements for Reinforced Concrete and Specifications for Structural Concrete for Buildings, 1995/96 ($146.00).
- BOCA National Code Series, 1993 ($212.00).
- SBCCI Standard Codes 1994 with 1995 Revisions ($243.00).
- ICBO 1994 Uniform Building Code ($200.00).

For more information or to order your copy of the CCB, please contact Bob Hohenberg (703) 428-6227 DSN 328, or e-mail: bob.e.hohenberg@cpw01.usace.army.mil. PWD

Draft roster on web

Those of you who weren't with us at the DPW Training Workshop in December now have another chance to submit changes to the US Army Worldwide Public Works Roster. We have posted a Draft January 1997 Roster to the CPW Web Page that incorporates all the changes we received at the Workshop, as well as other changes that we have since received from the field.

The URL address for the CPW Home Page is: http://www.usacpw.belvoir.army.mil/phone/phone.htm

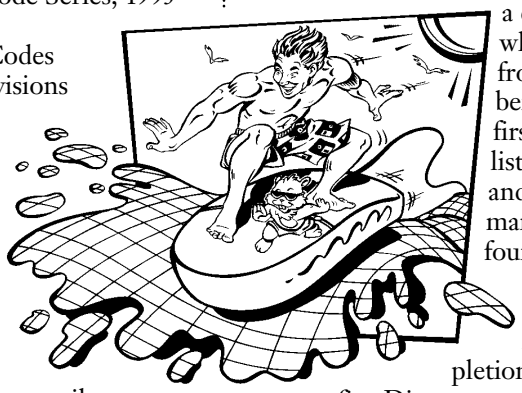
Please take a good look at this draft, and let us know if we need to make any corrections. Please submit changes (e-mail, fax or mail) by 28 February 1997 to:

US Army Center for Public Works
DPW Liaison Office
7701 Telegraph Road
Alexandria, VA 22315-3862
PHONE: (703) 428-9209, DSN 328
FAX: (703) 428-7926 DSN 328
e-mail: richard.h.brown@cpw01.usace.army.mil

For further assistance with things like Internet access, use of modems and so forth, please contact Jack Giefer at (703) 428-6073 or Brigid O'Connor at (703) 428-8455. PWD

Visit the new ABC web site

The first ABC (Activity-Based Costing) Web Site tailored to DPW needs is now operational. The US Army Center for Public Works invites you to explore topics ranging from a discussion of what you want from ABC and its benefits to the first DPW starter lists of activities and services that many others have found useful.



We would also like to announce completion of the Army's *first* Directorate-wide ABC model using both the stand-alone and network versions of the widely recognized commercial ABC software, Easy ABC Plus, which we recommended FORSCOM consider adopting. Our model provides the full costs of DPW services.

Since we introduced ABC to the Army Financial Management Community, many related initiatives have mushroomed across the Army. Before you devote your scarce resources to an ABC project, take time to read the wealth of information provided on the WEB site to become more familiar with the topics and the particular utility of ABC within the functional environment at the installation level.

As the leader of ABC in support of installations, we are prepared to discuss your requirements and assist in tailoring your ABC project to your specific needs.

Please visit the new ABC web site: http://www.usacpw.belvoir.army.mil/programs/abc/abcprog.htm and remember to sign the guest book!

POCs are Beth Marty/John Vann, (703) 428-7265/6409 DSN 328. PWD

New software evaluates sewer systems

by Cris Sawyer

Many of our installations have problems with extraneous water entering into their sewer systems. As a result, wastewater treatment systems are overloaded and must perform at reduced capability.

These unexpected flows are called infiltration and inflow (I/I). Infiltration is groundwater that enters the system through defective pipes, deteriorated manholes, or building connections. Inflow is surface water that finds direct entry through downspouts, sump pumps, floor drains, or stormwater catch basins.

Under CPW's Facilities Engineer Application Program (FEAP), USACERL, in association with Planning & Development Applications Inc., has developed a standard procedure for sewer system evaluations with a software program that can:

- Perform infiltration/inflow analyses, while presenting a systematic approach for data acquisition on sources and magnitudes of defects, and condition evaluation techniques which can support rehabilitation decision-making.
- Help perform logical and systematic evaluations of the system at an installation to determine the cost-effectiveness of any collection system rehabilitation technique to control infiltration and inflow.
- Prioritize and budget the systematic rehabilitation of sewer systems.

This new software program is called SIMMS-IIC, which is an acronym for Sewer Inventory and Maintenance Management System for Infiltration and Inflow Control. After inputting in-house or contractor-generated wastewater flow information, manhole data, line segment and I/I information, the SIMMS-IIC program can determine rehabilitation maintenance expenses and provide a detailed inventory of the entire collection system. Other information the SIMMS-IIC program can provide includes flow isolation, defect identification and program budgeting.

Last September, the US Army Center for Public Works (CPW) sponsored a SIMMS-IIC workshop at USACERL. The workshop was part classroom teaching, part hands-on computer tutorial. The course was taught by Planning & Development Applications Inc. and attended by 20 DPW shop personnel and plant operators.

If your installation is interested in better managing I/I and your wastewater collection system, CPW can help with on-site instruction and training of personnel in the use of SIMMS-IIC program, if requested.

CPW POC is Cris Sawyer at (703) 806-5206 DSN 656. PWD

Cris Sawyer is an environmental engineer in CPW's Sanitary and Chemical Division.

Submit your articles and photographs to the *Public Works Digest*

Department of the Army
US Army Center for Public Works
ATTN: Editor, ***Public Works Digest,*** CECPW-P
7701 Telegraph Rd.
Alexandria, VA 22315-3862
Phone: (703) 428-6404 DSN 328
FAX: (703) 428-6805
e-mail: alex.k.stakhiv@cpw01.usace.army.mil

Forging links with DPWs

Attention, all Directors of Public Works! We need your help!

The lack of connectivity between Corps of Engineers Districts and their supported installation DPWs was a highlighted issue at the last Corps of Engineers' Information Resources Management Workshop Committee Meeting, held 13-14 November 1996, Seattle District, North Pacific Division. A task group was established, consisting of both functional and technical team members, to address the long standing concern of being able to share information in an automated format. Their assignment is to conduct a survey to assist the Information Management community in researching this complex problem.

All Directors of Public Works are requested to provide comments on their needs for improved electronic connectivity and data sharing capability between the Districts and installations. Potential candidates for improved data sharing and electronic connectivity between the DPWs and the Corps of Engineers are:

- 1391 Processor
- USACE X.400/500 (e-mail addresses)
- DD1354
- Army DOIM connectivity with DPWs and Corps service relationship
- PROMIS
- CADD/GIS
- ARMS
- CEAP connectivity needs
- CEFMS
- MCASES
- Response time
- REMIS/LEASE
- Use of Internet
- COTS
- Access codes to controlled information
- VTC Capability

Please reply by e-mail: olivia.c.henry@cpw01.usace.army.mil or FAX: (703) 428-7591 DSN 328. Your comments will be consolidated and used to develop a plan that enables data sharing and standardization through intra-inter network connectivity between installations, Directorates of Information Management and the Corps.

POC is Olivia C. Henry, CPW Information Management Officer, (703) 428-6604 DSN 328. PWD

Fort Riley tracks emergency calls with Runlog

The Fort Riley Fire Department is using a program called "Runlog" to track emergency calls. The current version was written using dBaseIV for DOS. It is not a "standalone" program, which means that the user must have DbaseIV to run the program.

Runlog was originally written to track fire runs and allow the user to compile information needed in the DD 2324-1 quarterly no-loss fire reports. The reporting system is also useful for other requirements. With Runlog, the user can enter, edit or delete runs, browse the database, and recall the data in several formats. The program is simple to use and provides a wide range of reports, including:

- *Fire Loss Runs* – compiles all dollar loss runs.
- *No Loss Runs* – compiles all no-dollar loss runs.
- *Runs by Building Number* – compiles all runs and sorts them by building number. (You may also choose a specific building number and compile all runs for that location.)
- *Runs by Run Code* – compiles all runs and sorts by type of run, or choose one run type to list.
- *Runs by Date* – compiles all runs sorted by date or lists runs for specific date.
- *Runs by Method of Alarm* – compiles all runs and sorts them by the method used to report the alarm, or compiles all runs for a specific method of alarm.
- *Runs by District or Area of Response* – compiles all runs by district or selects one district for the report.
- *Runs by Data Entry Person* – compiles all runs sorted by person who entered the report or lists all runs entered by a specific person.
- *False Calls* – lists all false calls.
- *HAZMAT Calls* – lists all HAZMAT calls.

Runlog will also display a summary of runs as well as a run average. The run summary breaks the call into categories such as building fires, automobile fires, aircraft emergencies, and false calls and displays the number of calls between the dates specified, the average number of calls, and average number of man hours and truck hours spent on each run.

The Runlog database consists of the following fields.

Run number	Other Location
Date	Man hours
Time	Truck Hours
Method of Alarm	FY Number
Run Code	Government Loss
Location (district)	Private Loss
Building Number	Run Type
Training Area	Run Summary

For more information, please contact Randy Freed at the Fort Riley Fire Department, (913) 239-4258 DSN 856. PWD

IFS-M Hotline support

The CPW IFS-M Hotlines provide direct functional and technical assistance to individual DPW users. This includes dial-up modem support that allows the support team to dial in and log onto the installation DPW system while in telephone contact with the user.

The functional hotline provides customer assistance for work management, supply management and contract management issues. This support includes providing interpretations of existing regulatory guidance, advice on automation methods, and remote find-and-fix query assistance. This customer assistance is a one-stop service for problem resolution.

"Poor resolution" means the identification of regulatory or policy issues that need additional clarification and includes appropriate follow-on actions to coordinate with the proper HQDA activities or steering committees. It also means processing the appropriate paperwork, which identifies inadequacies with data processing systems supported by the Work Management Hotline.

It may also mean pursuit of a business practice standard that enhances current automated systems. The functional hotline responded to 1,445 calls for assistance, with an 84 percent same day turnaround time.

CPW's Customer Assistance Office provides technical support and is open 24 hours a day, 7 days a week. This office provides answers to IFS-M calls when related to change packages, problem report status, or reshipments of change packages.

Technical support includes:

- Guidance on IFS-M software and hardware.
- Assistance in correcting operational problems.
- On-site assistance for complex system change/correction.
- Technical support for Oracle, Informix, and Access databases.
- Assistance with communication/network issues.
- Installation of IFS-M applications and system software.
- Evaluation of hardware problems and reconfiguration.
- Query writing to help sites meet management requirements or evaluate stored data.

For fiscal year 1996, calls totaled 2,229. Calls requiring more than 120 minutes to resolve by category included:

- 108 hardware/system software.
- 116 application software.
- 7 installing change package.
- 57 other classifications.

POCs are Deanna Erickson, (703) 428-6076 DSN 328, and Vaughan Edmondson, (804) 862-3000. PWD

Fort McPherson supports 1996 Olympics

by LTC John Orosz, Jr., and Donald C. Huff

Few people know that the Olympic Joint Task Force asked for about 10,000 troops to support the 1996 Olympics. Fewer still are aware that the preparation required to house those troops began a full year before the Olympics took place.

Our location in Georgia made Fort McPherson the logical place to ask for assistance. The greatest challenge for our DPW was to maintain an acceptable level of support for normal garrison customers while taking on added Olympic support missions. We had to delay several reimbursable projects and our response to service orders took longer than usual. But our DPW workforce gained a special satisfaction from the work that they did because it directly benefitted the soldiers

Our master planner began by developing a detailed plan and costs to house the troops in GP medium tents. In the months that followed, there were several iterations of this plan. In the end, cost and the requirement that soldiers be housed in air-conditioned space would be the determining factors.

The hot, humid summer weather in Atlanta would make life miserable for soldiers working and sleeping in tents on 12-hour shifts. Commercial tents equipped with air-conditioning were considered, but the projected costs would exceed the budget. The options were narrowed down to leased space in schools and commercial air-conditioned buildings in the metro Atlanta area.

A large, vacant, fenced office complex owned by Delta Airlines and close to Fort McPherson was selected. Four buildings (A, B, C, and D) were interconnected and in reasonably good shape, with most systems functioning. The interior of the fifth and largest building, building E, was in bad shape due to a leaking roof. The lease was written to accept the facility in an "as is" condition, allowing the Army to make needed repairs.

The Engineer Division of FORSCOM DCSPIM got the overall responsibility for providing housing for the soldiers. They worked directly with the Huntsville Division on this project. Our DPW Engineers helped with the scope of work.

Our DPW found that a 60,000-square foot section of roof needed replacing and several major components of the HVAC systems (cooling towers, compressor) were inoperable. We could not use the roofing requirements contract, since the contract line items were set for long-term replacements. We only needed a temporary fix which could be done at a lower cost. We worked up a scope of work for the roof repair with a six-month warranty. The Energy Remediation contract administered by the Huntsville Division Corps of Engineers was the solution for the HVAC work.

Changing the building use from administrative space to sleeping space required approval from the City of Atlanta Building Department. Our DPW Fire Department helped to assess the requirements. Modifications such as reversing swings on doors and adding exit signs/doors/ramps, emergency lighting, smoke detectors, and fire extinguishers were made by our DPW workforce with help from the 92nd Engineer Battalion, B Company.

A large portion of ceiling in building E, including light fixtures, had sustained water damage from years of a leaking roof. DPW personnel developed the scopes of work to replace ceil-

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ing tile and repair light fixtures. This work was bid and accomplished through service contracts. Water-damaged, collapsed sheet rock ceilings in some areas were repaired by the DPW personnel, who also surveyed plumbing fixtures throughout the complex and repaired or replaced faulty ones.

The large number of troops to be housed required shower and latrine trailers. Our DPW engineers provided preliminary engineering cost estimates and assisted in developing the scope of work for the water supply and sewer drain system for these trailers. Fortunately, we were able to take advantage of the natural terrain and site the shower/latrine trailer where sewer drain pipes could be run across the surface of the ground to manholes.

Two mobile kitchen areas were set up by the 24th Support Group. The DPW installed electrical circuits and plumbing for lights, coffee makers, ice makers, juice dispensers and grills. This required extensive wiring from electric service panels within the adjacent buildings.

Six Dekalb County Schools were also leased to provide housing for soldiers. The DPW workforce provided the plumbing and electrical work for ice makers and other equipment that was not available in the school cafeteria kitchens.

The Delta Complex essentially became a sub-installation to Fort McPherson. The DPW issued more than $62,000 worth of materials to B Company, 92nd Engineer Battalion, which accomplished numerous self-help projects and kept service calls to a minimum.

Nevertheless, our DPW crews were on-site frequently for tasks ranging from replacing kitchen equipment to rewiring high-rise light fixtures in the parking lots. At one point, the parking lot pavement at the Delta Complex, which was not designed for heavy truck traffic, failed in key operational areas and had to be temporarily repaired by DPW crews.

Shortly before the start of the Olympics, the DPW received the mission to house for one month a special team of about 300 Marines and Navy personnel trained to deal with chemical biological weapons. Half of the group would be housed at Fort Gillem and the other half in a leased facility downtown, known as the "winery" because the building housed a wine distributorship. Building 922 at Fort Gillem was used as a sleeping area and a nearby fitness center provided the showers. The DPW installed sinks and security lighting in the winery, and mobile kitchens were set up at both the winery and Fort Gillem. The DPW also installed ramps for access to the kitchens and unloading trucks as well as other utility connections for icemakers. Exercise stations were also constructed at both locations.

With news of the blast on Saturday morning came the action to begin contingency planning for additional security personnel. Over the weekend, the DPW began to identify possible locations to house personnel. We also located three shower trailers at Fort Gillem, with 10 showers each, which belonged to the Federal Emergency Management Agency.

When on Sunday the DPW finally got the mission to house approximately 300 personnel, we had less than 24 hours to get the facilities ready. DPW crews worked all day Monday preparing four buildings, providing access ramps to the shower trailers, connecting utilities to the trailers and installing water fountains in the buildings.

The DPW provided similar support for a Military Police Augmentation Group of 60 personnel who were housed at Fort Gillem. Most were housed in vacant admin space in building 922 and had their own mobile kitchen.

Our final task was to provide housing for Olympic Joint Task Force personnel assigned to Fort McPherson. Our DPW workforce hastily prepared vacant barracks spaces as BOQ/BFQ rooms by repairing, painting, furnishing and providing cable TV and telephone connections.

As anyone can see, providing support to the Olympics required a lot of coordination, hard work and many sacrifices. Knowing that our support was a key part of the total Engineer Team effort to provide housing for the troops supporting the Olympics made it all worthwhile.

POC is LTC John J. Orosz, Jr., AFZK-AO, (404) 752-2813 DSN 572. PWD

LTC John J. Orosz, Jr. is the Garrison Chief of Staff.

Donald C. Huff is the Deputy Director, Directorate for Installation Support, at Fort McPherson, GA.

Contract for elevator safety inspections—do we need one?

Attention, installation DPWs! The US Army Center for Public Works (CPW) needs your input on the usefulness of establishing a central contract for elevator inspections. Because of the high cost of procuring such a contract, we must first determine whether a significant need exists.

Inspection services would be provided by a contractor and performed on a reimbursable basis. CPW would issue delivery orders for inspections upon receipt of installation funds.

Please let us know what your installation needs are (negative responses requested) by 31 January 1997. Include the name, address, e-mail address (if available), and phone number of the person responding and the number of elevators at the installation. Please call Jim Smith, CPW POC, at (703) 806-6085 DSN 656, e-mail: jim.m.smith@cpw01.usace.army.mil, or write to:

US Army Center for Public Works
ATTN: Jim Smith
7701 Telegraph Road, Bldg. 1930
Alexandria, VA 22315-3862 PWD

Economics of ground source heat pumps—a nonstarter at Fort Irwin

by Rene J. Quinones

Since 1992, Fort Irwin has been testing various types of ground source heat pumps in residential areas. We have conducted tests on open-loop systems, closed-loop systems, distributed-loop systems, and systems that tie into domestic water distribution systems, both open- and closed-loop.

After completing these tests and discussions with the local utility company, Southern California Edison (SCE), we have concluded that the application of ground source heat pump (GSHP) technology is not for us. We arrived at this conclusion based on the following issues:

1 The Life Cycle Cost (LCC) analysis of GSHP technology is not being performed correctly by many offices. Under Part 36 of the Federal Acquisition Regulation (FAR), all installations of new ground source heat pumps are considered **construction**. The FAR states that all *new pumping stations* are classified as **construction**. That makes all *open-loop GSHP* projects subject to Davis Bacon wages. The same FAR clause says *excavation* is also construction, so *closed-loop* GSHP projects that are new are also subject to Davis Bacon wages.

2 Part 37 of the FAR, Service Contracting, states that a "Service Contract means a contract that directly engages the time and effort of a contractor . . . to perform an identifiable task rather than to furnish an end item of supply." Further on, "Some of the areas in which service contracts are found include the following: (a) **Maintenance, overhaul, repair, servicing, rehabilitation, salvage,** modernization, **or modification of supplies, systems, or equipment**." Therefore, the replacement of existing, in-place HVAC units with like kind or more modern equipment is **Service Contract** wages work.

3 If LCCs are being performed using the same wage scales for retrofit versus new GSHPs, then the analysis is wrong. The costs incurred with a Service Contract project versus a Davis Bacon project are much lower. For this reason, and others to follow, Fort Irwin cannot consider open-loop GSHP retrofits.

Open-loop GSHP technology was attempted at Fort Irwin this calendar year and the results were way below our expectations for the following reasons:

- The pumping well must be a variable speed pump that can support a 100 percent to no-load condition. That is to say, during the peak season period, it must fire up to support all the homes, 10 in this case. However, during the off-season period, when occupants feel that it is such a nice day outside that I will turn off my HVAC unit and open the windows, the system must then stop the pump or shunt the flow of fluid around the units. This is a technical design issue that is easy to overcome but costs money. This design does not exist in a closed-loop system where each unit has its own pump and cycles on and off, as required.
- If the control panel fails, then all 10 units, in this case, have no HVAC system. You need a backup control panel. You will then require a backup pump, and a backup well. This can add another $18,000 to the project cost per location. Ten units per well, 2,000 homes per site, and $3,600,000 later, you're broke. Under an ESPC, the contractor may elect to put in one of each to keep costs down. *Do not take the deal.* Promises can be made by the ESPC, but they mean little when Christmas comes along and 10 families sit there in the cold. Do not even consider more than 10 houses per supply well. Failure here affects more families.

Closed-loop systems do not have this problem, and one failure does not affect the next housing unit unless the main feed line to the well field fails. Then once again, 10 families are left without HVAC. Davis Bacon stills applies for closed-loop due to excavation.

The effects of installing GSHPs in occupied residential units is another thing. A drilling rig outside someone's home makes life difficult for both the resident and the energy manager. A drilling rig outside 2,000 homes is worse. Dead landscape from the rig parking on it, smashed sprinkler heads,

Do not let people climb all over you!

by Cris E. Sawyer

If you have a problem with unauthorized personnel climbing up or vandalizing your installation's water towers, you should consider a device called the ladder lock. The ladder lock is a lockable climb preventive shield that controls access to fixed ladders on tanks, towers, roofing and other high, elevated structures.

The guard consists of a prefabricated unit of galvanized steel. It prevents unauthorized access and is easily installed with a minimal amount of adjustment to it or alteration to the existing structure. Installation is simple; however, once in place, a ladder lock is a permanent fixture.

Fixed ladders must exist but the damage and potential liability that may result from their misuse are not necessary. So check your installation for locations which may require a ladder lock. One incident or prank is one too many, and in the interest of security, this type of protection is a must.

For more information, please call Cris Sawyer at (703) 806-5206 DSN 656 or e-mail: cris.e.sawyer@cpw01.usace.army.mil. PWD

chain link fences around the rig to keep children out, drilling mud, fences being taken down, utility lines being cut, etc. These are costs that cannot be estimated, headaches that are unmeasurable.

The interrupted time for a GSHP to be installed versus an air to air retrofit, DX or heat pump, is about six hours in most cases. If the GSHP is to go into the home, the old unit must be removed and the new unit fitted in the existing hole. Fluid pipes must be fitted through the walls/attics, glued or soldered together, pressure tested, and then filled. A DX/heat pump requires some but not all of the steps to perform the same. A condenser coil unit must be replaced within the home but then most of the work is outside. The time here is around four hours with two workers; GSHPs use three to four workers.

The use of GSHP in new construction is, in our opinion, a viable option. Davis Bacon wages are in effect, regardless of the technology used. Energy savings computations and LCC, are straight forward. There are no occupants to disturb, and redundant panels and wells are part of the LCC.

These opinions are based on our experiences and may vary based on local labor and energy costs for LCC performance. We have, however, experienced family housing units without HVAC systems during 40-degree weather using a single pump/control panel open-loop system, and that is an option that will never be acceptable.

POC is Rene J. Quinones, (619) 380-5048 DSN 470, FAX: (619) 380-5293. PWD

Rene J. Quinones is the master planner in the Directorate of Public Works at Fort Irwin, California.

Waterless urinals

by Joseph W. Dooley

Waterless urinals? When most people first hear about waterless urinals, they respond with a slight chuckle. Others wrinkle their noses and ask — a little uncomfortably — "Don't they, well, you know, *smell*?"

But no matter what their initial reaction to the concept, most people have been open-minded enough to give waterless urinals a fair and honest inspection.

According to Bill Slaughter, the Waterless Company's enthusiastic representative, waterless urinals are able to eliminate odors because urine flows through a "BlueSeal liquid into an Eco-Trap," and then down the drain. The BlueSeal forms a barrier which prevents urine odor and sewer vapors from escaping into the restroom.

Slaughter says over 40 Government installations — both DOD and civilian agencies — already have waterless urinals. In an informal telephone interview, about a dozen of these installations were asked how their waterless urinals were working out — particularly if there had been any reduction in water consumption or costs and when they estimated payback.

The responses were generally quite favorable. Most installations were able to confirm that the waterless urinal has no particular odor problem.

The estimated reduction in water consumption and costs varied. Because most installations do not have individually metered buildings, it's very difficult to calculate any such reduction exactly. However, since most installations have only a relatively few urinals, we can assume that any decrease in water consumption would probably be less than significant.

Energy Manager John Gray at NAS Miramar calculated a life-cycle cost savings per urinal of $6,200, assuming a life-cycle of 20 years. José Jimenez at NAS North Island conducted a cost benefit analysis, which indicated an average savings for water and sewage at $132 per urinal per year. Jerry Stewart at NAS Lemoore, CA, estimates a total savings of only $58.50 per year for their four waterless urinals.

Obviously, savings depend largely on your cost of water and sewage, and the volume of use at each urinal. Therefore, estimated payback can vary. The Bureau of Reclamation calculates a three-year payback. NAS North Island expects payback in four years. NAS Miramar cites a two-year payback for one urinal which has high volume usage, and a six-year payback for five other, less used urinals. NAS Lemoore predicts a twelve-year payback.

Other benefits reported include:

- A definite reduction in maintenance costs. Flush urinals often break down or are vandalized, but waterless urinals seem to be less subject to vandalism and wear.
- Savings in reduced maintenance. Because there are no moving parts, the waterless urinal is easier to maintain. Flushometer and valve repairs and replacement are a common problem for flush urinals. Such repairs are not an issue for waterless urinals.
- Less water to be treated. Expansion of on-site sewage treatment systems is unnecessary.

After a balanced consideration, the waterless urinal seems to be a water conservation fixture whose time has come. It clearly reduces maintenance costs, and may do so dramatically and immediately for some installations. For about the price of a flush urinal, you can automatically save 1½ – 3 gallons of water per usage, depending on the model of flush urinal you're replacing.

In any new construction, or whenever you plan to replace a flush urinal, waterless urinals should be given serious consideration.

For more information, please contact Joe Dooley at (703) 604-4615. PWD

Joseph W. Dooley is an energy manager currently on detail to the Office of the Deputy Undersecretary of Defense.

98th ASG recruits for DEH positions

The 98th Area Support Group Headquarters in Wuerzburg, Germany, is recruiting for key engineering positions. Anyone interested in any of these positions for at least a three-year tour should send a current SF171 and Annual Career Appraisals under the SKAP or ACCES qualification documents as applicable to the following address:

Commander, 98th ASG
Attn: DEH (LTC Gault)
Unit 26622
APO, AE 09244

These applications are due as soon as possible so that the selection process can begin. Concurrently, please notify your local personnel office of your interest in a particular position. (Full moving costs and local housing allowances are payable with guaranteed return rights to the United States.)

The following positions are vacant:

■ **GS-12 Master Planner/ General Engineer {UCARS #76124}—**Chief of Plans & Programs Office; responsible for the Regional Master Planning for the area; mentors 4 Base Support Battalion Sub-Community Master Planners and formulates, coordinates, and presents the major projects programs for the ASG.

■ **GS-11 Master Planner {UCARS #67071}—**ASG Planner; 50% Master Planning work and 50% project programming work.

■ **GS-12 General Engineer {UCARS #65914}—**ASG Utilities Program Manager; manages the engineering efforts to reduce utilities costs, privatization efforts, and other outsourcing. Also performs general engineering work in support of ASG/USAREUR initiatives.

■ **GS-11 Housing Specialist {UCARS #76122}—**ASG Housing Program Manager; manages the AFH-C and AFH-O major project work; programs Whole Neighborhood Revitalization, AFH Major Maintenance and Repair, and UPH Barracks Renovations; manages utilization of housing and UPH barracks.

■ **GS-12 Industrial Engineer {UCARS #76117}—** Chief, ASG Engineer Systems Branch, ERMD; Manages the automation program and process improvement initiatives.

■ **GM-13 General Engineer {UCARS #76116}—** Chief, ASG Project Engineering Division; manages life-cycle project managers for all major projects in the ASG; supervises A/E design work; coordinates all Corps of Engineer projects for the ASG; manages projects performed through the host nation construction agencies.

POC is LTC Douglas R. Gault, Director, Engineering and Housing, 98th Area Support Group, DSN: 350-1360, COMM: (011-49) 931/889-1360; e-mail: deh98 @asgdeh.wuerzburg.army.mil PWD

DPW Worldwide Workshop

The 1996 DPW Worldwide Workshop held at the Ramada Inn in Old Town Alexandria, Virginia, was a complete success. Key speakers included LTG Joe N. Ballard, the new Chief of Engineers; MG Al Genetti, Deputy Chief of Engineers; BG Anderson, Director of Military Programs, COE; and BG James Gaddis, Acting ACSIM. Noting the outstanding achievements of the workshop, they addressed topics ranging from installation support to changes in policy and how we do work.

The 1997 DPW Worldwide Workshop is scheduled for 8-12 December 1997 and is tentatively planned for the Baltimore/D.C. area. A market survey will be initiated within the next few months.

If you have any questions, please contact J.B. Nolen at (703) 428-7595 DSN 328. PWD

Job Order Contract (JOC) Training Courses

The US Army Center for Public Works has planned a complete training schedule for the balance of FY 97 on the Job Order Contract Basic Course (450 series) and the Job Order Contracting Advanced Course (451 series). These courses are available in the Washington, D.C./metro area as well as on-site.

The basic course is suitable for those individuals recently involved in JOC, and who have had no previous JOC training. The advanced course is recommended for personnel experienced in JOC, who want to enhance their understanding of appropriate procurement regulations and negotiation strategies.

For more information about these courses, please contact Rod Flath at (703) 428-7548 DSN 328, or e-mail: rod.j.flath@cpw01.usace.army.mil. PWD

Engineering and Housing Advanced Studies Program (EHASP)

Be on the lookout for the Academic Year 97-98 EHASP announcement. It was sent to all DPWs, housing managers, and civilian personnel directors in early December. CP-18 (Engineers and Scientists (Resources and Construction) and CP-27 (Housing Management) careerists, GS-11 and above, are eligible for this long term (9-12 months) training opportunity. If you are interested, please contact Jack Spittal at (703) 428-7594 DSN 328 or e-mail: jack.a.spittal@cpw01.usace.army.mil. PWD

CP-18 Intern Survey

CPW's Professional Development and Training (PD&T) Directorate will be conducting a survey of CP-18 Interns who entered the program after 1989. This is the second survey conducted by PD&T, the first one was in 1990. The results of both surveys will be compared to determine if there have been significant changes in the overall operation of the program.

CP-18 Activity Career Program Managers Training Workshop

The next Career Program Managers Training Workshop is tentatively scheduled for May/June 1997, in New Orleans, Louisiana. Any recommendations for topics or speakers are welcome and should be sent to Jack Spittal at:

US Army Center for Public Works
Attn: CECPW-FT
7701 Telegraph Road
Alexandria, VA 22315-3862

or e-mail: jack.a.spittal@cpw01.usace.army.mil. PWD

USAF searches for natural resources planner

Howard Air Force Base in Panama is seeking a GS-401-11, Natural Resources Planner, Announcement No. 96-213. The area of consideration includes all of DoD. The duties of this position include planning and recommending the implementation of actions to maintain Howard AFB and Albrook AFS in compliance with Federal and country environmental regulations. The position will remain open until filled. Interested personnel should submit a SF-171 (if using OF-612 or resume, also attach OF-306); current appraisal, SF-50 and KSAs to 24 MSS/DPCA, Unit 0585, Howard AFB, Panama, APO AA 34001. KSAs may be obtained from Ms. Anna Dalton, DSN 313-284-5614/5851 or DSN FAX: 313-284-5803.

For more information, please contact Ken McLaughlin, Acting Chief, HQ AFCEE/ECR, (210) 536-3830) DSN 240; FAX: DSN 240-3890; or kmclaugh@afceeb1.brooks.af.mil at smtplink. PWD

Air Force Institute of Technology (AFIT) Training

The Civil Engineer and Services School (CESS) at AFIT accepts all applications on a "first-come, first-served basis." This past quarter, the US Army Center for Public Works (CPW) received several applications for Engineering Design and Environmental Management training courses offered by AFIT. Fortunately, all Army applications were accepted this past quarter.

There is no tuition for US government employees attending CESS courses. Employees of companies or corporations under contract to the Armed Services may attend on a "space available, tuition pay" basis.

MACOMs have been provided the complete FY 97 schedule, course descriptions, registration procedures, and application.

POC for Army employees attending AFIT courses is Johann Grieco, CECPW-FT, (703) 428-7589 DSN 328; FAX: (703) 428-7541; e-mail: johann.a.grieco@cpw01.usace.army.mil

3rd Quarter FY 97 Course Schedule

Course No./Title	Offering No.	Class Dates	Applications Acceptance Date Begins
Eng 480 – Facility Design	97B	28 Apr - 23 May	1 Jan
Eng 550 – Airfield Pavement Maint & Rehab	97A	5 - 23 May	1 Feb
Eng 561 – HVAC Design	97B	2 - 27 Jun	1 May
Eng 563 – HVAC Control Systems	97A	21 Apr - 16 May	1 Jan
Eng 571 – Electrical Power System Design	97A	14 Apr - 9 May 2 - 27 Jun	1 Jan 1 May
Env 020 – Environ Comp Assess & Mgmt Prog	97D	5 - 9 May	1 Feb
Env 022 – Pollution Prevention	97C	12 - 16 May	1 Feb
Env 400 – Commanders Environ Mgmt	97B	28 - 30 May	1 Feb
Env 418 – Environ Restoration Contracting	97A	5 - 21 May	1 Feb
Env 419 – Environ Plan, Prog, & Budgeting	97B	29 Apr - 1 May	1 Jan
Env 521 – Hazardous Waste	97C	9 - 13 Jun	1 May

USACPW Training Schedule

The US Army Center for Public Works, Professional Development and Training Division (USACPW-FT) provides systematic training management for the 17,500 facilities engineering and housing employees at 187 primary Army installations worldwide. The Army's DPW (Facilities and Housing) Training Program is comprised of 25 basic courses executed about 80 times annually. Approximately 1,900 students from all MACOMs, CONUS, and OCONUS are trained annually.

Following is the USACPW second and third quarter training schedule for those individuals interested in training. For general information, please call (703) 428-7547 DSN 328. For course information and enrollment, please contact the registrar at (703) 428-7593 DSN 328, FAX: (703) 428-7541 DSN 328, or e-mail at cpw-ft.registrar@cpw01.usace.army.mil.

USACPW FY 97 Second & Third Quarter Training Schedule

	Date	Course	Location
January	6-10 Jan 97	Army Housing Facilities Course (150-001)	Holiday Inn, Fair Oaks, VA
	13-17 Jan 97	IFS-M For Senior DPW Managers (508-001)	**"Canceled"**
	13-17 Jan 97	*Army Housing Mid-Level II Management (112-701)*	*USAREUR*
	13-16 Jan 97	Job Order Contracting Basic Course (450-002)	Holiday Inn, Fair Oaks, VA
	21-24 Jan 97	*IFS-M Work Estimating*	*USAREUR*
	27-30 Jan 97	*IFS-M Work Estimating*	*USAREUR*
	27-31 Jan 97	IFS-M Supply (509-001)	**"Canceled"**
	27 Jan-7 Feb 97	Public Works Management Orientation Course (310-002)	Comfort Inn, Springfield, VA
February	3-7 Feb 97	IFS-M Engineered Performance Standards (503-001)	Kingman Bldg, Alexandria, VA
	3-7 Feb 97	*IFS-M Engineered Performance Standards*	*USAREUR*
	10-13 Feb 97	IFS-M Work Estimating (510-001)	Kingman Bldg, Alexandria,VA
	10-13 Feb 97	Job Order Contracting Basic Course (450-703)	On-Site Avail
	10-14 Feb 97	*IFS-M Engineered Performance Standards*	*USAREUR*
	24-28 Feb 97	Army Housing Furnishings Workshop—Invitation Only	Days Inn, Springfield, VA
	24-28 Feb 97	DPW Functional Course/Dry Run—Invitation Only	Comfort Inn, Springfield, VA
	24-28 Feb 97	*IFS-M For Senior DPW Managers*	*USAREUR*
March	*3-14 Mar 97*	*Army Housing Operations (101-701)*	*USAREUR*
	4-6 Mar 97	IFS-M Real Property (507-002)	Kingman Bldg, Alexandria,VA
	10-13 Mar 97	Job Order Contracting Basic Course (450-704)	On-Site Avail
	17-20 Mar 97	*USAREUR Homes Query*	*USAREUR*
	17-21 Mar 97	Community Homefinders Relocation Referral Service (CHRRS 140-002)	Holiday Inn, Fair Oaks, VA
	18-21 Mar 97	IFS-M Job Cost Accounting (506-002)	Kingman Bldg, Alexandria, VA
	24-27 Mar 97	*IFS-M Job Cost Accounting*	*USAREUR*
	24-28 Mar 97	DPW Functional Course/Pilot Course—Invitation Only (340-000)	TBD
	31 Mar-4 Apr 97	Army Housing Mid-Level Management (112-002)	Days Inn, Springfield, VA

USACPW FY 97 Second & Third Quarter Training Schedule *(continued)*

	Date	Course	Location
April	7-11 Apr 97	IFS-M Engineered Performance Standards (503-002)	Kingman Bldg, Alexandria, VA
	7-18 Apr 97	Public Works Management Orientation Course (310-003)	Comfort Inn, Springfield, VA
	8-10 Apr 97	Job Order Contracting Advanced Course (451-002)	Holiday Inn, Fair Oaks, VA
	14-17 Apr 97	IFS-M Work Estimating (510-002)	Kingman Bldg, Alexandria,VA
	14-17 Apr 97	*IFS-M Job Cost Accounting*	*USAREUR*
	14-17 Apr 97	Job Order Contracting Basic Course (450-003)	Holiday Inn, Fair Oaks, VA
	18 Apr 97	*IFS-M Customer Service*	*USAREUR*
	21-25 Apr 97	*Army Housing Mid-Level II Management (112-702)*	*USAREUR*
	*21 Apr-2 May 97	Army Housing Operations (101-002)	Days Inn, Springfield, VA
	28-30 Apr 97	*IFS-M Contract Administration*	*USAREUR*
May	5-6 May 97	Basic SQL for IFS-M (502-002)	Kingman Bldg, Alexandria, VA
	5-7 May 97	*IFS-M Contract Administration*	*USAREUR*
	5-16 May 97	Army Housing Operations (101-003)	Kingman Bldg, Alexandria, VA *(Overnight Stay)* Days Inn, Springfield, VA
	6-8 May 97	Job Order Contracting Advanced Course (451-702)	On-Site Avail
	7-9 May 97	IFS-M Real Property (507-003)	Kingman Bldg, Alexandria, VA
	12 May 97	*IFS-M Customer Service*	*USAREUR*
	12-15 May 97	Job Order Contracting Basic Course (450-705)	On-Site Avail
	13-15 May 97	*IFS-M Real Property*	*USAREUR*
	13-16 May 97	IFS-M Job Cost Accounting (506-003)	Kingman Bldg, Alexandria, VA
	19-23 May 97	DPW Functional Course (340-003-97)	Comfort Inn, Springfield, VA
	20-22 May 97	*IFS-M Real Property*	*USAREUR*
June	*2-3 Jun 97*	*Basic SQL For IFS-M*	*USAREUR*
	2-6 Jun 97	IFS-M For Senior DPW Managers (508-002)	Kingman Bldg, Alexandria, VA
	2-13 Jun 97	*Public Works Management Orientation Course (310-702)*	*USAREUR*
	4-5 Jun 97	*Basic SQL For IFS-M*	*USAREUR*
	9-13 Jun 97	DPW Skills Course Dry Run—Invitation Only (350-000)	TBD
	16-19 Jun 97	Job Order Contracting Basic Course (450-706)	On-Site Avail
	*24-25 Jun 97	IFS-M Customer Service (505-002)	Kingman Bldg, Alexandria, VA

NOTE: There are several courses under development. As soon as they are available for enrollment, we will make a change to the schedule. Look for any updates on the worldwide web at http://www.usacpw.belvoir.army.mil. Hard copy changes will be sent to MACOMs for distribution.

**Dates and locations are subject to change.*

NOTE: Courses listed in italics are for USAREUR ATTENDEES ONLY.

Public Works Digest

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Highlights of 1996 Training Workshop . . .

✔ New Chief speaks out on DPW support

✔ Emphasis on environmental installation support

✔ Gearing up for privatization

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